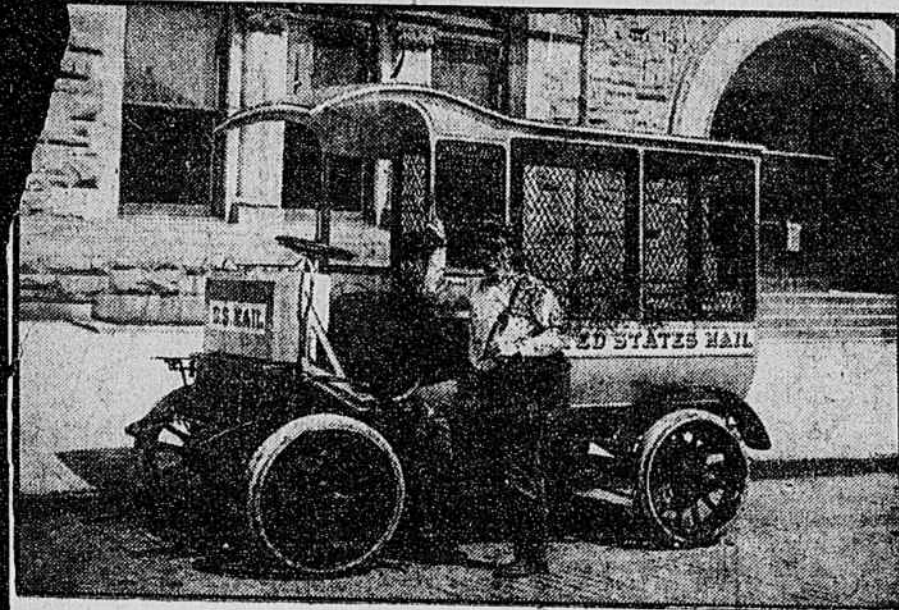
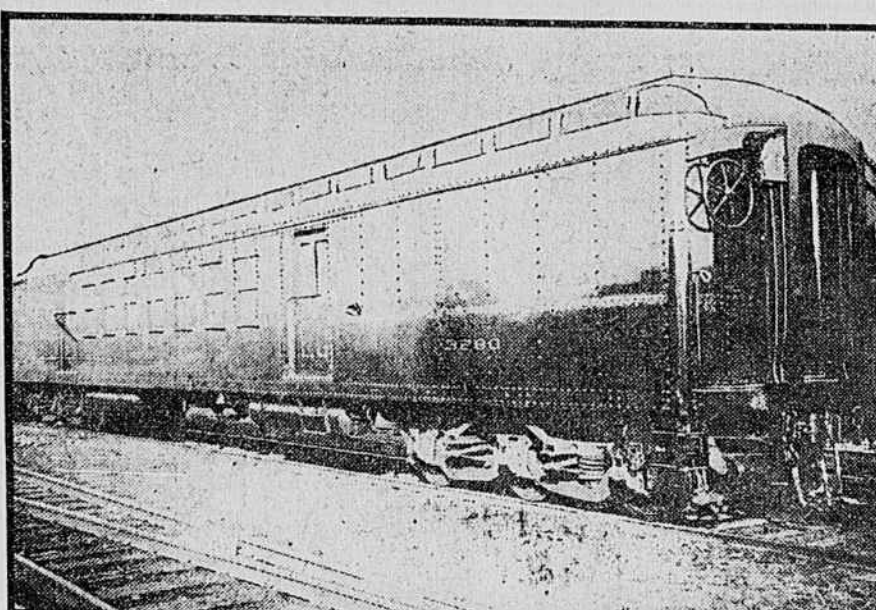


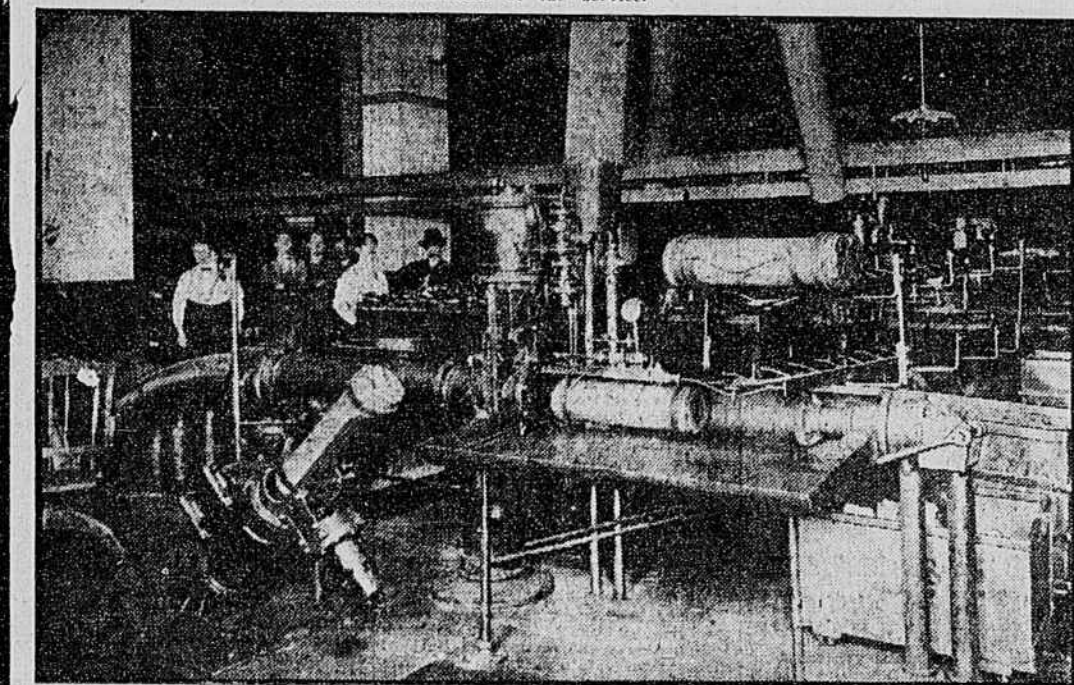
Uncle Sam, Letter Carrier--Talk With Postmaster-General Hitchcock on Many New Improvements Planned for Mails



"We expect to increase the automobile feature of the service."



ONE OF THE NEW STEEL POSTAL CARS.



NEW THINGS IN POST-OFFICES, THE PNEUMATIC TUBE ROOM AT CHICAGO.

BY FRANK G. CARPENTER.
Washington, D. C.
He manages a business which costs more than \$200,000,000 a year. His corps of employees is three times as many as the United States army. His annual transactions include the handling of fourteen thousand million letters, and his men go back and forth over routes which if placed end to end would reach almost twice as far as from here to the moon. Their travels in the space of one year in the United States alone are five times as great as the distance between the earth and the sun, and their communications reach to every spot on the face of the globe.

This man is unknown to many of you, but by proxy he calls at your front door every morning, and for from 1 to 5 cents he will carry your words to any place on this great round world. His name is Frank Hitchcock; his title is postmaster-general; and his business is the management of Uncle Sam's mails.

Suppose we become better acquainted. We shall call at the place where the Post-Office Department stands on Pennsylvania Avenue between the White House and the Capitol, for it is there he has his headquarters. It is 5 o'clock in the evening and the rank and file of the clerks have all left. The big building is quiet, except in the rooms of the chief, where the work may go on far into the night. The postmaster-general is one of the men who do things. He is wrapped up in his great undertaking, and the hours pass unheeded when he strives for results. Just now he has big matters on hand and midnight will come before his light will go out. He is a dynamo. When the current is on the sparks fly and when off the machinery stops, and the living dynamo goes to bed and sleeps like a baby.

During my talk with the postmaster-general to-day I asked him if he could leave his work in the office. He replied that he never carried his troubles outside. Said he:
"That is my only salvation. I do the things that are nearest me and I always do the best that I can. I try to be honest, and I think I may say that I am not afraid to do what to me seems to be right."

The above I believe to be the keynote of the life of Frank Hitchcock, and backed by his business ability it is the secret of his success as postmaster-general. He is spoken of as a shrewd politician, but he objects to this reputation, saying that he entered politics only at the solicitation of his friends to accomplish an end, and that when that end was obtained he left it for good. His actions in the Post-Office Department are a proof of this statement. He has fought the magazines and the railways, and has even waved the red flag of defiance at the mad bull of Congress, and that solely for the good of the mails and the people.

Running Uncle Sam's Mails at a Profit.
During my talk with the postmaster-general I referred to the fight and his efforts to cut down the deficit which has now been wiped out. I then asked as to whether he believed the Post-Office Department could continue to be run at a profit.

"I do not think we want to do that," replied Mr. Hitchcock. Uncle Sam's business is not to make money, but to give back to the people in excellent service the worth of every dollar they spend. That is what we hope for the post-office. I would not want a surplus, except to extend the work of bettering the mails and of increasing their value to all the people. As the department pays better, we shall reduce our postage, and give additional

facilities of various kinds to those we have now.

"As to running Uncle Sam's mails at a profit, however, this is the first time it has been done within several generations, and I believe we shall continue to make the ends meet. When this service was established it was self-supporting, and it continued so for the first thirty years, or along to about the time of John Quincy Adams. After that it began to be run at a loss. Every year or so there was a deficit. This at first was only a few million dollars, and it attracted but little attention. Later, however, the loss has leaped to upward of ten millions, and when we took charge here in 1899 we found that the deficit was over seventeen millions. Last year we cut that down about eleven millions, and along in December it was almost wiped out. Since then we have been doing better and better, and we have turned the millions into the Treasury, and are spending much less than we make."

"But will this last?" I asked.
"I hope so, the gain has been made notwithstanding that the business of the post-offices has been running at a lower rate than in the past. If we should have a panic and a period of hard times, which I do not expect, there might be such a falling off in receipts as to put us behind. But if not, I expect to keep on paying our way."

Bettering the Service.
"But has not this cutting down the expense curtailed the service?"
"No, indeed," was the reply. "We have reduced the deficit by extending the service, and that along profitable lines. During the past two years we have added more than 3,000 new post-offices, and have established more than 2,000 new rural delivery routes, of an aggregate distance of more than 50,000 miles, or enough to reach twice around the world. We have increased our force of employees by between 8,000 and 9,000, and have put on the railway service about 800 more men than we had in the past."

We have extended the salary list and raised the rate of compensation in many cases. The annual amount paid to the post-office clerks has been increased by about \$12,000,000, and the average salary of the post-office clerk has gone up from \$195 to \$1,051. There has been an increase in the wages of the letter carriers, and also of the rural delivery men.

We have also improved the city post-offices, and have given the 1,500 more clerks, and at the same time have put on 1,000 more letter carriers. You cannot reduce the expenses of a business like this by cutting down the force of employees. The postmaster-generals of the past tried that and failed. The trouble is the moment you lessen the force you reduce the efficiency. The wheels of the machinery become clogged, the mails pile up and complaints flow in. It takes a lot of time to answer the complaints and to rearrange the service as to make it efficient again. As a result the loss is greater than ever.

Modern Business Methods for the Post-Office.
"No," continued the postmaster-general. The wiping out of the deficit has been due more than anything else to the introduction of modern business methods into the service. We have cut out the waste wherever possible, have adopted all sorts of labor-saving devices and have tried to improve the efficiency of the clerks. You see we have 325,000 employees, and most of them are high-priced men. We have many here who are receiving \$1,000 and 1,200 and upward a year. They are good men, but we have to handle them properly to get their greatest efficiency.

We have done this in the city post-offices by introducing traveling belts, overhead carriers and other machines to carry the mail matter from place to place in the offices. The letters are faced up by machinery and the stamps



THE POSTMASTER-GENERAL.
"One of the men who do things."

canceled at the rate of 30,000 an hour. The mail comes from the cars, and after it enters the post-office it goes almost without stopping to the letter carrier who is to deliver it.
It is the same with other things. We are saving on freight by cutting down the weight of the mail bags. We are saving in the rural delivery by studying the routes where they will serve the most people instead of allowing a Congressman to locate them for political purposes. When we establish a new carrier delivery we make the town where it goes give us the best arrangements for handling the mail. We insist on improving the streets, and that every house shall have its own letter box for receiving its mail. In this way the postman drops in his letters without stopping and ringing the bell. I expect to see the time come when that will be required in all of the cities.

"We have also improved the railway mail service," continued Mr. Hitchcock. "It used to be a sort of an independent bureau, which did not work in harmony with the rest of the service. We have made it a closer part of the whole organization, and the railway mail clerks do what they can to aid the post-offices and to hurry the mails. We have also better arrangements for getting the bags off the cars."

Making Each Postmaster Help.
"You speak of the harmony of the service, Mr. Postmaster-General. Is it well organized?"

"It is rapidly becoming so. We are unifying it and getting better work out of the individual than ever before. When I came into this office I wrote thousands of letters to each of the city postmasters announcing our plans for improving the service and asking him to do all he could in the work of reform. In cutting the expenses, and at the same time of improving the mails, I urged him to think for himself, and do what he could to help the department along. As a result of this the letters began to come in by the bushels. There were so many that they kept my secretaries busy, and I could only look at the most important of them. They brought about the saving of a vast deal of money, and at the same time made the men feel that they were a part of the government, and that it was their duty to do all they could to help in the work. We have now a good spirit department among our employees, and I expect this to grow as time goes on."

Civil Service for Postmasters.
"I should like to see the entire postal service taken out of politics," continued Mr. Hitchcock. "This changing postmasters at every administration disorganizes the business and causes the loss of millions of dollars. We have to train the new postmasters, and being appointed through political influence, they do not feel their responsibility to the department. They are often inefficient, and the principal is a bad one. I would have all the presidential postmasters in the classified service, and would have the only reason for changes be the good of the service. I would send the best postmasters to the more responsible places, and would have a system by which the post-office clerks could rise from grade to grade and finally become postmasters. I would not make the selection altogether a matter of geography, as it is now, but would put the men in the places where their past work has shown they would do the most good."

One-Cent Letter Postage.
"Will we ever be able to send let-

ters at a 1-cent rate, Mr. Postmaster-General?" I asked.

"Yes. We could do that now if the advertising parts of the magazines paid their share toward carrying the mails. We do not want to increase the rate on the literary features of the magazine, but we do feel that the advertisements should pay as much as other matter of the same commercial character. As it is now, we are carrying these magazines at a cost of more than 5 cents a pound, and we receive from them only 1 cent a pound."

We lost over \$64,000,000 on our magazine transportations last year. This is all wrong. It was never intended by those who made the law that advertisements should be carried at such rates and at such cost. Indeed, it was specifically prohibited, but the abuse has gradually crept in, and we are now annually handling 350,000 tons of such matter at this great loss. It constitutes 63 per cent. of our home mail, and yet it brings in only 5 per cent. of the revenue. The loss exceeds the profit on all other classes of mail. It is more than the amount we pay the railroads for mail transportation."

"Now that you are running the department at a profit, the magazines will claim that you can afford to carry them at the old rates, will they not?"
"They may claim so," said the Postmaster-General, "but that is no reason why Uncle Sam should do a large losing business to fill the pockets of the publishers. I think that they realize the unfairness of their position and that we shall have an amicable arrangement, which will result in the advertising sections paying their share of the freight."

The Railways and the Mails.
"How about the railways, are they not greatly overpaid for mail transportation?"

"I would not say that," replied the Postmaster-General. "The department demands a great deal of the railroads. It must have special facilities, and the government ought to pay for them. We are now spending over \$50,000,000 a year for that sort of transportation, and I do not know that it is too much. I believe, however, that we can cut down some of our requirements, and that by coming together with the railroads we can make such new arrangements as will greatly reduce the cost."

Don't Persecute your Bowels

Cut out catarrhs and cure them. They are brutal and dangerous. **CARTER'S LITTLE LIVER PILLS.** Purely vegetable. Act gently on the liver, eliminate bile, and soothe the delicate membrane of the bowels. Cure Constipation, Biliousness, Sick Headache and Indigestion, as millions know. **Small Pill, Small Dose, Small Price.** Genuine must bear Signature *Wm. Wood*

White Canvas Pumps



The King of White Shoes

All Styles and Shapes

Worth \$2

This Week Special

89c

White Buckskin Pumps, \$1.98

White Canvas Button Boots, high Cuban heel, short vamp, tip or plain, 16 pearl buttons; worth \$3.50 **\$1.89**

White Canvas Pumps, light or heavy sole, short vamp, high heel; worth \$3.00 **\$1.29**

Men's White Canvas Oxfords, \$1.19

Ladies' White Canvas Pumps, white covered heel, **98c**

Children's White Canvas Button Shoes for **\$1.00**

Children's White Canvas Pumps, **53c**

Barefoot Sandals48c Boys' Tennis Oxfords ...50c

Remember, Go to the King's for White Shoes



of carrying the mails, both to the railroads and the department.

"In this way the saving will be divided between the two, and the railways need not lose what they are now making for mail transportation. In order to know just what the rate should be I have called upon the various railway companies to report fully as to the rates they receive for goods and also data as to their operation and expenditures. I find an old law which provides that the Postmaster-General has the right to do this; and a number of the leading railroad managers have already come to see me concerning it. There is no doubt in my mind but that we shall come to an amicable settlement."

Parcels Post.
I here asked as to the parcels post which in Europe has almost displaced the express companies. The Postmaster-General replied:

"The conditions in Europe are different from those of the United States. Here you have a vast population crowded inside narrow boundaries. Here we have widely separated cities, and many regions where there are almost no people whatever. The only way we could have a parcels post would be by dividing the country up into zones, and increasing the postage rate according to the distance the article is to be carried. It is a matter of study and experiment. We are going to try the parcels post with certain rural free delivery routes, and you will be able to send packages weighing up to eleven pounds to and from the various post-offices to which these routes belong. This is an experiment, and if successful it may lead to a general use of the parcel post system. You see, I can test this without adding anything to the expense of the carriage, as each rural delivery man has his own vehicle, and there will be but little additional cost in handling the parcels."

Will you introduce automobiles for the rural delivery?
"Yes; we are already doing so, and we expect to increase that feature of the service. There are many States, such as New Jersey, Delaware and parts of New England, where the roads are excellent. There and in other places where the country is flat, automobiles can be used to great advantage. With them we can consolidate the routes, and one man can cover twice as much ground as he does now. He can deliver the mail more expeditiously, and in the end more economically."

Running Down the Rascals.
"Tell me something of the crusade against the fraudulent use of the mails."

"That is a big story in itself," replied the Postmaster-General. "In brief, we believe that we have saved the people many millions of dollars by exposing the frauds which have been carried on through the mails and by detecting and punishing the swindlers. We have already sent many of these rascals to the penitentiary, and among them are some millionaires. We had a millionaire passing through Washington a few days ago on his way to the State prison at Georgia, where he is to serve for a term of three years. We have an excellent man at the head of the bureau, Mr. W. K. Allen, who has posed more than 400 cases, representing swindling operations that have netted from the pockets of unsuspecting people more than \$100,000,000. We intend to go on with this, and we shall make it as dangerous as counterfeiting. We are also punishing the men who have been transferring stamps from one post-office to another to pad the receipts and thereby raise the rank and pay of the office."

Postal Savings.
"What are you going to do with the postal savings banks?"
"We are organizing them now at the rate of fifty a week, and I believe they will rapidly extend to every part

of the country. We have been moving carefully in order to not excite hostility and to allow the people and bankers to see that such savings will be for the good of themselves and the country. At the beginning we had an appropriation of only \$100,000, and with that we started forty-eight banks. You see, it takes a good clerk to handle this business, and I wrote to each post-office where we introduced the system to put the best man it had in charge and to have him devote himself almost entirely to it. As a result we have had no trouble whatever. The list of last December we had \$75,000 on deposit, and we now have \$300,000."

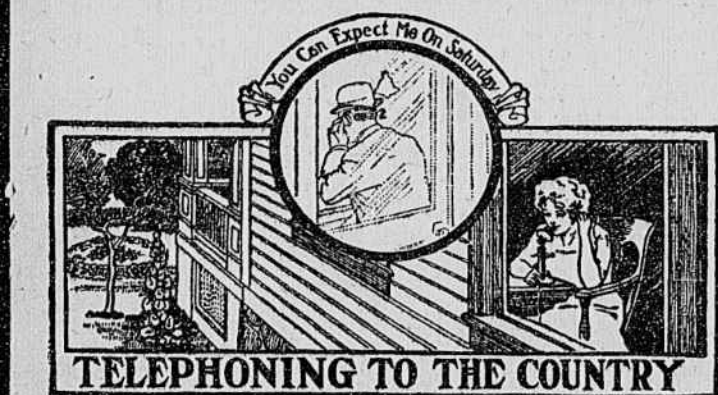
The banks are taking especially well in the mining towns of the far West. They are patronized largely by the foreigners, and they will keep millions of dollars from going abroad. They will also bring many millions that are now hoarded into circulation, and will do an incalculable good to the country. We have some new arrangements concerning them, which are not used in Europe or anywhere else. One of these is the certificate of deposit instead of the bankbook, and others are things specially adapted to our needs."

Mr. Hitchcock's Work as Postmaster-General.
In closing my interview I congratulated the Postmaster-General on the wonderful success he has had in this great office, where so many business men have failed. In connection with this he said:

"I am proud of what has been done since I became Postmaster-General; but I can see that I have had exceptional advantages over most of the men who held this place in the past. You see, I came up, as it were, from the ranks. I had been connected with the machinery of the office since I was first assistant postmaster-general and had frequently taken charge of the whole business as acting Postmaster-General. During that time I had more leisure than now, and I came to know the inside disadvantages of the system and had an opportunity to make plans for its improvement. After my appointment these plans came into action. I did not try to change the system, but only to cut out the red tape and to remedy such parts of it as were possible. At the same time introducing such business methods as would better it. I feel that we have done something, in that we have wiped out the deficit, and in that we have improved the service in many ways. But this is only the beginning. There are many other things we might do, and you may look forward to better and better mails for the future." (Copyright, 1911, by Frank G. Carpenter)

Amherst Social News

[Special to The Times-Dispatch.]
Amherst, Va., July 8.—The Fourth passed off quietly here, but was perhaps observed by more persons than has been the case in the past. A party composed of Misses Mitchell, of Norfolk; Misses Ransom, of Hampton; Miss Katie Watson, of Albemarle; and Mrs. Rose Watson, of Amherst, spent the day in Buffalo Springs, and many people attended church entertainments and ball games at different points in the county.
Miss Carrie Gray, of Amherst, was this week the guest of relatives in Richmond. Landon Davies, of Baltimore, spent Monday here with Mrs. S. B. Tallaford. Mrs. Grace Douglas and daughter, Miss Minnie Douglas, of New York, are visiting Mrs. J. C. Smiley.
Walter J. Clark, of Mercer, Cal., visited his niece, Mrs. J. E. Bowman, this week. Miss Elizabeth Tallaford, of Washington, is the guest of her grandmother, Mrs. B. S. Tallaford.
Mr. and Mrs. Bentley B. Campbell this week visited friends in Amherst.
Mr. and Mrs. W. K. Allen have gone to New York and Canada for a vacation of several weeks.
Miss Abigail Aubrey, who has recently been assigned to this parish, arrived in Amherst Thursday, accompanied by his wife and two sons.
Mrs. Helen Lunsford, of Petersburg, is the guest of her cousins, Misses Frances and Rosalie Harrison.



TELEPHONING TO THE COUNTRY

THE City and the Country are bound together by the telephone line.

The farmer and his family use the rural telephone constantly, calling up each other and the market town on all sorts of matters and for all sorts of supplies and information.

City people also find the rural telephone of great advantage. A traveller from his room in the hotel talks with the farm-folk miles away. Without the telephone he could not reach them.

The farmer himself may travel far and still talk home over the Long Distance Lines of the Bell System.

Are YOU a subscriber?

SOUTHERN BELL TEL. & TEL. COMPANY OF VIRGINIA.

Every Bell Telephone is the Center of the System.

